

# ***Horseshoe Falls Regional Council***

***Supports, Connects, Empowers  
Communities of Faith***

***Thursday, October 14<sup>th</sup> and Saturday, October 16th***

***Fall Meeting Workbook***



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## **Format & Process for Proposals**

The format for General Council proposals is being used for the regional meeting to help familiarize Horseshoe Falls with it. The General Council approach involves three distinct stages in the decision-making process:

1. Listening/learning;
2. Discussion;
3. Decision.

In our regional council meeting we do not have the space or time to mirror these stages in the same way the General Council practices them.

In our proceedings, the steps will be:

1. The Presenter will outline:
  - a. What is the issue? And
  - b. The suggested way in which the regional council might respond to the issue.
2. The President will inquire if there are questions for clarification. Please note this is for clarification only.
3. The President will then ask if there are changes or additions being suggested for the proposal. If necessary, the regional council will seek to come closer to agreement on how to respond to the issue by asking for responses, either warm or cold.
4. Once there is significant agreement, the President will invite the Presenter to move the motion at which point the regional council enters the formal debate process.

## **Participation in a Virtual Meeting**

The regional council meeting will be held by Zoom. How Zoom presents depends upon the device being used. Every participant is expected to know:

- 1) How to mute and unmute themselves;
- 2) How to turn their video on and off;
- 3) How to rename themselves;
- 4) How to raise their hand;
- 5) Where to find the Green Check Mark and Red "X" buttons under reaction.

There are Zoom information tips on our website at: [Zoom resources](#).

We do not have the capacity to provide one-on-one support during the regional council meeting. Voting and other matters will be explained in the meeting as needed.

### **Waiting Room**

When you first log into the meeting, you will be placed in a waiting room. As soon as the meeting is ready to start, you will be admitted.

### **Your Name**

When you are admitted to the meeting, please go immediately to the Participants list. You will see your name listed BUT sometimes you are identified by the type of device you are using. The President will be recognizing people on the basis of the name that is shown. Please ensure your name reads First Name/ Surname by clicking on Participants, hover your mouse over the icons next to your name, right-click on More, then Rename. For example, Cheryl-Ann's iphone might read: C-A's iphone. Cheryl-Ann would need to go to the Participant list and change her name to: Cheryl-Ann Stadelbauer-Sampa.

Those who are at the meeting as a guest (not a voting participant) please add an x in front of your name. THIS IS IMPORTANT IF YOU ARE A NON-VOTING GUEST. For example, if Cheryl-Ann was a guest, she would write her name as: x-Cheryl-Ann Stadelbauer-Sampa. This helps us with vote counting.

### **Microphone**

Once the meeting opens, please ensure your microphone remains off. This reduces background noise and feedback and improves the quality of sound for everyone. You will need to click on the Mute button to turn on your microphone if you are recognized by the President to speak in debate and when you move into breakout rooms.

### **Video**

Please have your video on as you join the meeting! It is lovely to see everyone as the meeting begins. Once the meeting begins, please turn off your video. That way, you have some privacy if you move around and it helps with the stability of the Zoom call especially in places with unstable internet.

### **Being recognized to speak**

To be recognized to speak in the discussion time, first please raise your hand by clicking on the button labeled Raise Hand. Your digital hand will then be raised. The hand will be lowered by the meeting hosts after you have spoken. A member of the regional council staff will track who has their hand raised so the President can recognize individuals in order. Remember when the President calls you by name to:

1. Unmute your microphone
2. Turn on video
3. State your name; and
4. Your community of faith – be sure to add the location as we have a few Trinity United Churches, Emmanuel United Churches, St. John's United Churches.

### **Voting**

This will be explained in the meeting. If you are a guest, please remember you do not vote.

### **Chat Box**

Please reserve the chat box for the following: 1. Questions of clarification; 2. Procedural concerns and questions; 3. Matters of privilege (for example someone uses a term that is insulting to another who then wishes to bring that to the President's attention re the conduct of the council). Many of us have experience of meetings where the chat box served as the discussion space, which in fact turns it into commentary. Discussion happens among participants when the President recognizes the speaker. The Chat Box is a side conversation that is distracting and disruptive.

If you see a friend among the participants with whom you wish to chat, please feel free to send a private message to them. Go to Participants, enter their name or scroll to their name & click on it and then you can send them a private note!

### **Breakout Rooms**

Participants will be invited to move into a breakout room at various times during the meeting. To join the breakout room, participants must accept the invitation. Take advantage of this opportunity to get to know some others in our regional council better. When you are about to enter the breakout room, unmute your microphone and turn on your video.

## **Holy Manners**

Many thanks to Diane Matheson-Jimenez, our Minister, Social Justice, for helping us to think about Holy Manners as more than a call for polite discourse (although that also seems in short supply these days), and for offering us an acronym that gives us a way to have faith-filled conversations on important topics.

For our time together, we commit to being brave by ...

- B** eing accountable for the impact of both our words and our silence
- R** eflecting on and naming our own biases
- A** ctively listening
- V** ocalizing questions that arise from our learning
- E** ncountering new ideas with curiosity and wonder

## **Section One: Introduction**

### **President's Message**

#### **Be Bold. Be Brave.**

*"What is the most important quality for a minister to have?"*

*"That's easy," said the candidate for ordination, "bravery."*

*The chair of the interviewing committee was taken aback. "Bravery?" she asked. "Why is bravery important? What about faith? What about hope? What about love?"*

*"Well," said the candidate, "I think faith is a kind of bravery. I think hope is a kind of courage. And, I think love – real love – requires an incredible amount of fortitude."*

*"I see," said the chair of the interview committee icily.*

*There was an awkward pause. The candidate faltered, and then found the nerve to blurt out, "For example, it requires a lot of bravery for me to even be here."*

*The committee chair was not convinced. "Perhaps," she sniffed disdainfully, "but at your next interview you are going to have to come up with something better than bravery."*

Years later, I still remember that interview. Years later, I wonder if the candidate was correct. I wonder if we underestimate the importance of bravery in our church. Certainly over the past two years, the brave front that we have had to present to our

family and friends in the face of uncertainty has required an incredible amount of courage.

It has been a while since Horseshoe Falls Regional Council has met. We are going to boldly and bravely talk about the Christian virtue of fortitude and its place in the life of the church.

Be Bold. Be Brave.

~Pastor Robert Lawson  
President, Horseshoe Falls Regional Council

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### **In Memoriam**

Since June, 2021

Dora MacCallum-Sadler, DM

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### **Community of Faith Life Cycle Changes**

Since June, 2021

Greystone United Church, Fulton  
An Amalgamation of Fulton & Tapleytown United Churches

Sinclairville Community Church, Canfield  
An Amalgamation of Sinclairville and Caistorville United Churches

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## **Section Two: Reports**

### **Executive**

Like many communities of faith, the Executive found its work shifting in response to changing pandemic conditions. The Executive holds the identity and purpose of the regional council at its core and commits to using financial and staff resources to support this.

#### Celebrations

- \*Becoming an Affirming Regional Council – special thanks to the Tri-Regional Affirming Network
- \*Spending time with His Honour Murray Sinclair
- \*Supporting tri-regional right relations events in the spring and with the July 1<sup>st</sup> vigil
- \*Working on a “Welcome” handbook for newcomers to the regional council
- \*Starting racial justice training for Executive and Commission members
- \*Welcoming Michele Petick, Administrative Assistant, Website Management
- \*Giving thanks for Micol Cottrell, Linda Gray, Elizabeth Marshall, Fred Monteith, Michele Petick, and Adrienne Robertson, who said “yes” to joining our staff or to taking on extra hours

#### Challenges

- \*Having fewer volunteers than prior to structural change to work with communities of faith on their profiles and property matters and in times of change (resource pool roles)
- \*Recruiting regional council Executive, Commission members and General Council Commissioners
- \*Supporting staff during medical and personal leaves and covering the work in their absence
- \*Communicating 2022 Assessment information (increase since Horseshoe Falls is currently significantly below the target percentage)

How is the Executive living into the theme “Be Bold, Be Brave”?

- \*Inviting input in how to strengthen the regional council
- \*Engaging smaller communities of faith without ministry personnel and unlikely to have ministry personnel to learn their needs (this has been identified but staff shortages have delayed implementation)
- \*Considering the possibility of a regional council Extension Council

## **Human Resources Commission**

The Human Resources Commission (HRC) of the Horseshoe Falls Regional Council (HFRC) meets monthly September to June with meetings as needed in July and August. All of the meetings during this past year have been conducted online. The Commission is made up of seven to 12 members with at least one-third of total membership ministry personnel and one-third of membership lay, elected by the Regional Council, one of whom serves on the Executive. The primary responsibility of the HRC is the formation and healthy pastoral relationships and the equipping and licencing of lay worship leaders (LLWL).

In order to carry out the work of the Commission a Resource Pool of trained volunteers assist with matters such as:

1. Functioning as the liaison in the search and selection process and related congregational meetings;
2. Facilitating United Fresh Start programming to support a new pastoral relationship;
3. Serving as the region representative to an interim ministry setting to assist with goal setting and working towards identified changes;
4. Resourcing a community of faith ending a pastoral relationship

The HFRC website provides support to the work of the HRC as well the other commissions and can be found in the Congregational Support Toolkits.

The current members of the HRC are Doug Caldwell, Barbara, Duffin, Joanne Hedge, Morar Murray-Hayes, Allison Playfair, Lennox Scarlett, Ted Smith, Susan Stephens, and Peggy Turner. I would like to thank the members for the participation in the past year and acknowledge my appreciation to the members who completed their terms; Callie Archer, Sue Cowan and Robin Wilkie.

I would also like to acknowledge and send our sincere appreciation to the staff that support the work of the Human Resources Commission. Diane Blanchard, Minister Pastoral Relations who is currently on Sabbatical and Micol Cottrell, Acting Minister, Pastoral Relations who has stepped in the assist during Diane's absence. We have been fortunate to have Linda Gray to step in to cover for Pretima Kukadia-Kinting during her time away on leave.

Respectfully submitted  
Pat Tooley, Chair

## Covenant Commission

### Celebrations

- We celebrate some new members on the Covenant Commission who together with the existing members, make for a good working team that is mutually respectful for what each brings to the discussions
- We celebrate the creativity of Communities of Faith who are working with the Commission to articulate and implement plans and visions that reflect not only specific hopes and goals, but which reflect a wider Church transforming for the 21st century
- We celebrate the collaborative working relationship with the UPRC (United Church Property Resource Group) who have been an invaluable support with regard to Property transactions and development
- We celebrate the technology we have (yes, we love Zoom) without which we could not keep up with the work of the Commission and enables us to meet 'face to face' with communities of faith

- We celebrate the wonderful and faithful Staff of the HFRC. Together we work with Communities of Faith to uplift and support their overall health and well being

### **Challenges**

- We are always challenged by time constraints - members of the Covenant Commission work to prioritize aspects of our work so that Communities of Faith who submit documentation to us are responded to in a timely manner, with good, responsible information in accordance with UCC Policy. (Commission meets on the second Tuesday of each month; deadline for submission of documentation to be considered is the 1<sup>st</sup> of each month)
- We are challenged as we share the lament that is part of our work on the Commission as we witness firsthand Churches going through, what are sometime difficult and painful times of transition. This includes working with communities of faith who are disbanding, facing the reality of declining membership, as well as the sale of beloved properties.
- We are challenged to find people willing to engage in the work of being a Pastoral Charge Supervisor for those Communities of Faith without Ministry Personnel.

### **Living into the theme "Be Bold. Be Brave"**

- Being bold sometimes involves asking questions and participating in challenging conversations with Communities of Faith about their vision and future ministry
- Being brave in our work is rooted in our trust and faith that God is at work through the power of the Holy Spirit transforming the Church in ways that we cannot yet perceive.
- Being Brave, Being Bold, as the prophet Isaiah proclaimed, is believing that God "*is about to do a new thing! Now it springs forth; do you not perceive it? I will make a way in the wilderness and rivers in the desert.*"  
(Isaiah 43:19, NRSV)

Respectfully Submitted  
Rev. Dianne Everitt, Acting Chair

## **Mission & Discipleship Commission**

It has been a privilege for the Mission and Discipleship Commission to serve the Horseshoe Falls Region this quarter. We were excited to welcome new members, following the Spring meeting. Early this fall, our Commission worked together to grant Mission and Service monies to very worthy ministries. See below for breakdown and explanations of grants approved:

Grand River Spiritual and Educational Resource Center - \$15,200  
Book drive sales support their mission.

Spiritual education by providing resources to our own membership and also broader community who have no alternate source for publications and merchandise. Viability compromised during COVID where book displays are not allowed.

St. John's Georgetown and Glen Williams \$4,120 increased to \$5,000

Food for Life program serving roughly 20 families a week, and a coat drive. This grant will cover out of pocket expenses, lunch bags, supplies, etc. Potential for greater support.

Brock Chaplaincy - \$14,000

Ecumenical support. Chaplaincy on campus of Brock University - diverse student body of approximately 20,000 students + faculty +staff

McMaster Chaplaincy - \$5,000

Some faculty were donating. Potential for greater support. Chaplaincy on campus of McMaster University. Express God's love to McMaster U and wider community through hiring of a chaplain, worship services, pastoral care, participating in intellectual life of campus, responding to campus needs and emergencies.

Skylight Festival - \$4,500

Requesting across the three regions R789 \$4,500 each region. Numbers were low this year due to COVID. "Beer and Hymns" was very successful. Diversifying to young adult programs. Soft support to Five Oaks.

Good partners. Intentional intergenerational event drawing on a wide range of faith backgrounds including atheist, agnostic, UCC, Mennonite with focus on inclusion of women and LGBTQQITS+,2 smaller events for youth focus on consent and power balance.

Five Oaks Centre - \$10,000

Unanimous agreement for support. Spiritual Education / Social Justice. Intercultural programs. Youth and young adult programming. Indigenous day camp all summer. Living in Right Relations with self, community and creation. Inclusive and diverse programming.

Wesley Urban Ministries - \$60,000

Great grant proposals need is real. Very few funding sources. City and Provincial funding walk away from religious support.

The Mission and Discipleship Commission is looking for additional BOLD, BRAVE partners in ministry. We have some remaining Mission and Service money available, and will accept applications until February 1, 2022. Please contact Dane Viney or Diane M-J

Yours truly,

HF Mission and Discipleship Commission

Ryk Brown, Phyllis Buchner, Colleen Cavanaugh, Michelle Hoffman, SulaAnne Kosack, Karen Orlandi, Geof Thompson, Irene Ty, Diane Viney (Chair)

## **Staff Support Committee**

Dear Friends,

The Staff Support Committee embraces three regional councils and their staff: Antler River Watershed, Horseshoe Falls, and Western Ontario Waterways. Most of our staff complement work across the spectrum of all three; some of our staff have particular responsibilities in just one or two regions.

Our committee seeks to support our staff in their work; we provide one on one contact as well as resources for wellbeing. This past year has been incredibly challenging and we have had a number of our staff on leave either for illness or sabbatical; our job has been to fill gaps and keep the regions humming during these difficult times. We also support our Executive Minister in her work as supervisor for staff; it must be said that Cheryl-Ann has managed very well the changing needs and the general ups and downs of staff across such a vast territory, with such diverse needs.

I think in terms of celebrations, it would be important to say that the fact that we have come this far through COVID, working from home, engaging with congregations in a remote way, shows how resilient and how committed to the work our staff have been. All of our staff have continued in their portfolios with grace and good humour.

Our administrative staff in particular have managed through constantly changing times with incredible commitment.

### Changes this year:

Our Web Support person Shayla Kinting moved on to a dedicated position in her chosen field. We since contracted with Michele Petick to take over the web support area.

We filled the position of Right Relations/Social Justice with Rev. Thérèse Samuel and she has become immersed in the portfolio already.

Elizabeth Marshall has been contracted to provide admin support while two of three admin staff are on leave.

Micol Cottrell has been graciously loaned to us for a few months to cover a sabbatical in the pastoral relations area.

Fred Monteith (Horseshoe Falls), Judith Fayter (Antler River) and now Adrienne Robertson (Horseshoe Falls) have fulfilled or continue to fulfill parts of the portfolio in the Congregational Support and Mission role during another leave.

We are so grateful to those who have stepped in to meet the challenges before us, and we look forward soon to the return of those of our staff on leave. All of them remain in our prayers.

The rest of our staff, without exception, continue to go above and beyond their duties each and every day. From the perspective I have as chair of this committee, it's such a blessing to witness. Thank you each and every one!

The staff support committee functions with love and intention. We are diligent in our work and the committee members (two from each regional council) are dedicated. We have a lot on our plates. I am not exactly sure that our work fits into the themes of each regional council this year. We are certainly brave (HFalls)! We are definitely rocking the role (Antler River)! And it almost goes without saying that we are resurrected by the Spirit's grace and love for the church, each and every day we meet (Western Ontario theme)!

Thank you all, members of each regional council, for your support of our staff!

Rev. Dr. John G. Smith, Chair  
(WOW Regional Council)

**Section Three continues on the next page.**

## Section Three: Meeting Materials

### Agenda

\*We expect you know zoom basics: mute, unmute, stop video, chat. Instructions are different depending on the device you are using, you need to do preparation. Before we have a vote, we will give guidance during the meeting.

|                               |   |
|-------------------------------|---|
| <b>Thursday October 14</b>    | <b>6:30 – 8:30 PM</b>   |
| <b>6:30 PM</b>                | Welcome, Land Acknowledgement, Meditation, BRAVE, Affirm Statement<br><br>Constitute meeting<br><br>Worship<br><br>Opening & Procedural Motions<br><br>Community Building: <i>"Be Bold, Be Brave"</i><br><br>Budget 2022 & Finance<br><br>United Property Resource Corporation (UPRC): Tim Blair, CEO<br><br>Closing Prayer   |
| <b>Saturday October 16</b>    | <b>9:30 AM – 12:30 PM</b>   |
| <b>9:30 AM</b>                | Welcome, Land Acknowledgment<br><br>Worship, including acknowledgement of Licensed Lay Worship Leaders (LLWL)<br><br>Human Resources Commission Highlights - written report received<br><br>IIIIntroduction of Janice Pow, DLM Candidate<br><br>Address to the Court: Janice Pow<br><br>Covenant Commission Highlights<br><br>In Memoriam/Community of Faith Life Cycle Changes<br><br>Mission & Discipleship Commission Highlights |
| <b>BREAK 11:00 – 11:10 AM</b> |   |
| <b>RESUME</b>                 | Community Building: <i>Connecting &amp; Engaging in the Life of the Wider Church</i><br><br>GC44 Proposals<br><br>Closing Motion<br><br>Courtesies<br><br>Closing Prayer & Final Blessing<br><br>Adjourn  |

## **Proposal #1: Opening and Procedural Motions**

**Title:** Opening and Procedural Motions

**Origin:** Executive Minister

### **What is the issue?**

The regional council must establish the procedures by which it will conduct business.

### **Why is this issue important?**

This clarifies and confirms the way in which decision-making will happen.

### **How might the regional council respond to the issue?**

The regional council might adopt the following as a consent docket:

1. Adopt the agenda as circulated and authorize the Agenda and Business Committee to make any changes as necessary;
2. Approve the minutes of the meeting of 2021-05-27-29;
3. Receive the minutes of the following meetings of the

#### **i. Executive**

2021-08-20

2021-07-07

2021-04-28

#### **ii. Covenant Commission;**

2021-07-29

2021-07-22

2021-07-15

2021-06-29

2021-06-08

2021-05-20

2021-05-11

2021-05-06

2021-04-13

#### **iii. Human Resources Commission**

2021-05-26

2021-04-28

#### **iv. Mission and Discipleship Commission**

2021-03-16

*Note: Minutes are posted on the website [www.hfrcucc.ca](http://www.hfrcucc.ca) "About" page*

4. Appoint Judith Gilliland as Parliamentarian;
5. Appoint Wendy Lowden as Chair, Agenda and Business Committee,
6. Name President Robert Lawson, Chair Agenda and Business Committee Wendy Lowden, Past President Kate Young, Executive Minister Cheryl-Ann Stadelbauer-Sampa, and Executive Assistant Sue Duliban, as the Agenda and Business Committee;
7. Name regional council staff members as scrutineers;
8. Set the bounds of the meeting as the zoom call and the sanctuary of St. Paul's United Church, Paris, Ontario;
9. Make the designated representative from any United Church ministry, other than a congregation, which has been invited to become a community of faith by entering into a covenant with the regional council, a member of the regional council for this meeting (Section C.1.2 c);
10. Make all guests corresponding members;
11. Set the deadline for new business to be submitted to the Agenda and Business Committee as 6:00 p.m., Friday, October 15, 2021.
12. Adopt the following method for dealing with proposals for action by the regional council

Step One:

The Presenter will outline:

- A. What is the issue? and
- B. The suggested way in which the regional council might respond to the issue.

Step Two:

The President will inquire if there are questions for clarification. Please note this is for clarification only.

Step Three:

The President will then ask if there are changes or additions being suggested for the proposal. Using warm and cool signals, the regional council will seek to come closer to agreement on how to respond to the issue.

Step Four:

Once there is significant agreement, the President will invite the Presenter to move the motion at which point the regional council enters the formal debate process.

13. Adopt the following method for dealing with proposals for action by the General Council:

- a. A proposal from a member of the regional council

See item 12. This constitutes a proposal from the regional council and will be handled as such.

- b. A proposal from the council of a community of faith:

Step One:

The Chair, Agenda and Business will identify the proposal. A representative of the community of faith will have an opportunity to identify:

- A. What is the Issue? And
- B. The suggested way in which the General Council might respond to the Issue.

**Step Two:**

Because proposals from another council cannot be edited or amended, the Chair Agenda and Business will move:

*That the Horseshoe Falls Regional Council agrees with the proposal.*

If the regional council agrees, the proposal is automatically passed on to General Council.

If the regional council does not agree, then the Chair, Agenda and Business will move:

*That the Horseshoe Falls Regional Council pass on the proposal to the General Council*

Please note Manual Section F.1.3.1 which reads: "If the regional council does not agree with a proposal it normally passes it on to the General Council only if there is a compelling reason."

**Step Three:**

For any proposal being forwarded to the General Council, the President will ask if there are any recommendations from the regional council to accompany the proposal.

## **Proposal #2: Reviewing 2020-2021 Year-to-Date Financial Statements**

**Title:** Reviewing 2020 and 2021 Year-to-Date Financial Statements

**Origin:** Treasurer

### **What is the issue?**

Transparency and accountability are key elements of financial management in any charity. It is important that the regional council is guided by these principles and models these practices for the communities of faith within its bounds.

### **Why is this issue important?**

The regional council members are still learning how to understand its financial documents and overall financial situation.

### **Income**

The regional council receives two grants to fund its operation.

In 2020, these grants were:

**Assessment Grant:** For Governance and Shared Services

\$325,000 plus

67,000 salary subsidy for Executive Minister and Executive Assistant

**Mission and Service Grant:** For Mission and Ministry

\$289,000

In 2021, the **Assessment Grant** was the same. The **Mission and Service Grant** was \$240,000.

The regional council also receives funds from:

1. Investment income
2. Regional council share (25%) of proceeds of disbanding congregations.

Draws on either of these plus additional grants are recorded in the "**Other**" column.

### **Expenses**

Expenses are reported according to the regional priority they support to help illustrate how the regional council is using its assets to meet its priorities.

### **Priorities**

The regional council identified the following priorities for the assessment grant.

|  |  |
|--|--|
| <b>Regional Operations</b>                               | The work of being a regional council including Executive expenses, Archives, oversight of corporations   |
| <b>Communities of Faith Support (pastoral relations)</b> | Supporting communities of faith who are congregations in the articulation of their Living Faith Story, with their use of major assets or property matters, through changes in their life cycle and during changes in their pastoral relationship<br><br>Facilitating the formation of and providing support for healthy pastoral relations<br><br>Encouraging communities of faith to formalize their covenant with the regional council |
| <b>Communication/Resources</b>                           | Sharing the life and work of the regional council  |
| <b>Connecting/Meeting</b>                                | Providing opportunities to experience the wider church community   |
| <b>Office Operations</b>                                 | Costs for shared services, office supplies and technical needs   |
| <b>Building Expenses</b>                                 | Operation of the office space  |

The following priorities were identified for the Mission and Service Grant.

**Horseshoe Falls Regional Council**

*Support, Connects, Empowers Communities of Faith  
for the 6 months ended June 30, 2021*

**2022 BUDGET AND 2021 YEAR TO DATE RESULTS**

|                                  | <b>2021</b>    | <b>2021 YTD</b>   | <b>2022 Total</b> |
|----------------------------------|----------------|-------------------|-------------------|
|                                  | <b>Total</b>   | <b>Total ACTL</b> | <b>Budget</b>     |
|                                  | <b>BDGT</b>    |                   |                   |
| <b>REVENUE</b>                   |                |                   |                   |
| Assess.                          | 325,000        | 156,917           | 325,000           |
| M&S                              | 240,000        | 129,190           | 240,000           |
| Salary suport grants             | 67,000         | 33,500            | 67,000            |
| Other Grants                     | 19,233         | 9,617             | 19,618            |
| Other Revenue                    | -              | -                 | -                 |
| Donations                        | -              | 5,000             | -                 |
| Recoveries                       | -              | -                 | -                 |
| Investment                       | -              | -                 | -                 |
| Transfers from Property Fund     | 22,259         | 6,219             | 21,399            |
| Transfers from General Fund      | 66,000         | 1,253             | 65,000            |
| Transfers from Operating Fund    | -              | -                 | -                 |
| Transfers                        | 88,259         | 7,472             | 86,399            |
| <b>TOTAL REVENUE</b>             | <b>739,492</b> | <b>341,696</b>    | <b>738,017</b>    |
| <b>MINISTRIES</b>                |                |                   |                   |
| <b>Regional Operations</b>       |                |                   |                   |
| Staff Costs                      | 81,726         | 42,896            | 85,457            |
| Travel                           | 6,666          | -                 | 5,022             |
| Staff Support                    | 1,000          | 1,174             | 2,000             |
| Executive Meetings               | 12,500         | 3,616             | 22,500            |
| Commission Exec Events           | 5,000          | -                 | 5,000             |
| Archives                         | 38,466         | 20,410            | 39,235            |
| Corps.                           | 9,000          | 4,000             | 9,000             |
| Legal                            | 10,000         | 4,502             | 10,000            |
| Learning opportunity             | 30,000         | 637               | 30,000            |
| Prof. Fees                       | 15,000         | -                 | 15,000            |
| <b>Total</b>                     | <b>209,358</b> | <b>77,235</b>     | <b>223,214</b>    |
| <b>Communities of Faith</b>      |                |                   |                   |
| Staff costs                      | 89,217         | 45,516            | 92,363            |
| Travel                           | 8,333          | 70                | 6,000             |
| Covenanting Commission           | 5,000          | -                 | 5,000             |
| Human Resources Commission       | 5,000          | -                 | 5,000             |
| Covenanting Commision Events     | 10,000         | 616               | 10,000            |
| Human Resources Commision Events | 10,000         | -                 | 10,000            |
| Other                            | -              | -                 | -                 |
| <b>Total</b>                     | <b>127,550</b> | <b>46,202</b>     | <b>128,363</b>    |
| <b>Connecting</b>                |                |                   |                   |
| Staff costs                      | 29,509         | 15,326            | 31,765            |
| Travel                           | 3,333          | -                 | 2,000             |
| Grants                           | 15,000         | -                 | 4,500             |
| RC Meetings                      | 40,000         | 1,206             | 30,000            |
| Other                            | -              | -                 | -                 |
| <b>Total</b>                     | <b>87,842</b>  | <b>16,532</b>     | <b>68,265</b>     |
| <b>Communication</b>             |                |                   |                   |
| Staff costs                      | 18,563         | 8,102             | 20,218            |
| Travel                           | -              | -                 | 1,002             |
| M&S Grants                       | 15,200         | 15,200            | 15,200            |
| <b>Total</b>                     | <b>33,763</b>  | <b>23,302</b>     | <b>36,420</b>     |

**Horseshoe Falls Regional Council**

*Support, Connects, Empowers Communities of Faith  
for the 6 months ended June 30, 2021*

**2022 BUDGET AND 2021 YEAR TO DATE RESULTS**

|  | 2021<br>Total<br>BDGT | 2021 YTD<br>Total ACTL | 2022 Total<br>Budget |
|--|-----------------------|------------------------|----------------------|
| <b>Social Justice and Outreach</b>             |                       |                        |                      |
| Staff costs                                    | 55,928                | 21,084                 | 54,538               |
| Travel   | 5,000                 | -                      | 3,504                |
| Mission & Discipleship Commission (50%)        | 2,500                 | -                      | 2,500                |
| Mission & Discipleship Commission Events (50%) | 5,000                 | -                      | 5,000                |
| M&S Outreach Min.                              | -                     | -                      | -                    |
| All Other M&S Grants                           | <u>80,000</u>         | <u>80,000</u>          | <u>75,000</u>        |
| Total  | <u>148,428</u>        | <u>101,084</u>         | <u>140,542</u>       |
| <b>Children &amp; Youth</b>                    |                       |                        |                      |
| Staff costs                                    | 40,244                | 20,443                 | 41,136               |
| Travel   | 3,333                 | -                      | 2,502                |
| Mission & Discipleship Commission (50%)        | 2,500                 | -                      | 2,500                |
| Mission & Discipleship Commission Events (50%) | 5,000                 | -                      | 5,000                |
| M&S Camps                                      | -                     | -                      | -                    |
| Other  | -                     | -                      | -                    |
| Total  | <u>51,077</u>         | <u>20,443</u>          | <u>51,138</u>        |
| <b>Chaplaincy</b>                              |                       |                        |                      |
| Chaplaincy - Grants                            | -                     | 3,250                  | 19,000               |
| Total  | <u>-</u>              | <u>3,250</u>           | <u>19,000</u>        |
| <b>Emerging Ministry</b>                       |                       |                        |                      |
| Workshops                                      | -                     | 335                    | -                    |
| COVID-19 Global Relief Fund Support            | -                     | -                      | -                    |
| Total  | <u>-</u>              | <u>335</u>             | <u>-</u>             |
| <b>Office Operations</b>                       |                       |                        |                      |
| GCO Accounting & IT Fees                       | 36,050                | -                      | 36,050               |
| Office Operations                              | 23,293                | 2,955                  | 26,480               |
| Total  | <u>59,343</u>         | <u>2,955</u>           | <u>62,530</u>        |
| <b>Building Expenses</b>                       |                       |                        |                      |
|  | <u>11,444</u>         | <u>5,923</u>           | <u>11,673</u>        |
| <b>Start Up Costs</b>                          |                       |                        |                      |
|  | <u>-</u>              | <u>-</u>               | <u>-</u>             |
| <b>TOTAL MINISTRY EXPENSES</b>                 |                       |                        |                      |
|  | <u>728,805</u>        | <u>297,262</u>         | <u>741,145</u>       |
| <b>OPERATING SURPLUS (DEFICIT)</b>             |                       |                        |                      |
|  | <u>10,687</u>         | <u>44,434</u>          | <u>(3,128)</u>       |
| <b>Investment returns for operations</b>       |                       |                        |                      |
|  | <u>37,845</u>         | <u>2,379</u>           | <u>37,952</u>        |
| <b>Investment returns for restricted funds</b> |                       |                        |                      |
|  | <u>-</u>              | <u>-</u>               | <u>-</u>             |

**Horseshoe Falls Regional Council**  
*Support, Connects, Empowers Communities of Faith*  
 for the 6 months ended June 30, 2021

**2022 BUDGET AND 2021 YEAR TO DATE RESULTS**

|                                    | 2021<br>Total<br>BDGT   | 2021 YTD<br>Total ACTL  | 2022 Total<br>Budget    |
|------------------------------------|-------------------------|-------------------------|-------------------------|
| <b>FUND ACTIVITY</b>               |                         |                         |                         |
| <b>Unrestricted Funds</b>          |                         |                         |                         |
| General Fund                       | 1,365,964               | 1,365,964               | 1,365,964               |
| Operating Fund                     | 432,324                 | 461,071                 | 457,943                 |
| Property Income Fund               | 283,860                 | 197,092                 | 110,692                 |
| <b>Total Unrestricted Funds</b>    | <b><u>2,082,148</u></b> | <b><u>2,024,126</u></b> | <b><u>1,934,599</u></b> |
| <b>Externally Restricted Funds</b> |                         |                         |                         |
| The Ker Tapleytown Fund            | (10,159)                | (10,159)                | (10,159)                |
| Niagara Presbytery Extension Fund  | (17,510)                | (17,510)                | (17,510)                |
| Sisters Together Fund              | 12,200                  | 12,200                  | 12,200                  |
| Annie D Bennett Trust              | 400                     | 400                     | 400                     |
| Glenco Funds                       | -                       | -                       | -                       |
| Erie Presbytery Legacy Funds       | -                       | -                       | -                       |
| subtotal                           | <u>(15,069)</u>         | <u>(15,069)</u>         | <u>(15,069)</u>         |
| <b>Internally Restricted Funds</b> |                         |                         |                         |
| Mission & Ministry Fund            | 205,857                 | 205,857                 | 205,857                 |
| Learning Grant Fund                | (1,794)                 | (1,794)                 | (1,794)                 |
| subtotal                           | <u>204,063</u>          | <u>204,063</u>          | <u>204,063</u>          |
| <b>Total Restricted Funds</b>      |                         |                         |                         |
|                                    | <u>188,994</u>          | <u>188,994</u>          | <u>188,994</u>          |
| <b>TOTAL FUND BALANCES</b>         | <b><u>2,271,142</u></b> | <b><u>2,213,120</u></b> | <b><u>2,123,593</u></b> |

|                           |   |
|---------------------------|---|
| <b>Children and Youth</b> | Supporting leaders in this ministry as well as providing opportunities for children and youth to gather<br><br>Being committed to life-long faith development |
| <b>Chaplaincy</b>         | Supporting ministry at post-secondary institutions  |
| <b>Social Justice</b>     | Encouraging and equipping communities of faith to share in the wider mission of the church through public witness and advocacy for justice                    |

The amalgamating of charities, finalizing of the 2019 financial information, tracking of legacy funds from preceding bodies, and sorting of some costs shared across regional councils, such as the May 2019 meeting, has taken longer than anticipated resulting in the audit happening in September. Final 2019 figures accounting for interest income, etc. are not yet available.

#### **What might the regional council do?**

The regional council might:

1. Receive the internal 2020 financial report and the 2021 operating statement to date for information;
2. Direct the Executive to deal with the 2020 Auditors' Report; and
3. Direct the Executive to forward the 2020 Auditors' Report via email to the roll of this meeting once it is approved.

**2022 Budget and 2021 Year to Date Results begins on the next page.**

## **Proposal #3: Appointment of Auditors**

**Title:** Appointment of Auditors

**Origin:** Treasurer

### **What is the issue?**

The regional council needs to name the auditor for the 2021 financial year.

### **Why is this issue important?**

An audit provides reassurance to the regional council and to the Charities Directorate as to the proper administration of charitable funds.

The authorization for expenses happens at the regional council but the management of the funds is handled by the General Council accounting team. The financial records are generated by the General Council as part of the accounting services secured by the regional council.

In 2019, the regional council named the General Council auditor, PWC (formerly Price Waterhouse Cooper now known as PWC). PWC already work with the General Council staff who handle our accounting so it made sense to call upon them.

The 2019 audit was complicated due to the amalgamation of charities and the complexity of the opening entries based on the records of preceding bodies. It stretched into 2021 with the result that the 2019 and 2020 audits are being completed concurrently as a cost saving measure.

It takes a significant investment of time for an auditor to understand the operations of a new client. This means that the largest investment of time and, therefore, of money is in these initial two years. The regional council might want to take advantage of this investment by employing the same auditor for 2021.

### **What might the regional council do?**

The regional council might:

Name PWC to perform the 2021 audit of Horseshoe Falls Regional Council at the General Council Office.

## **Staff Positions and Ministry Expenses**

### **For Information**

Note: Total hours for the position are listed. The costs, except those for Minister, Congregational Support and Mission, are shared equally between Horseshoe Falls Regional Council, Antler River Watershed Regional Council and Western Ontario Waterways Regional Council (1/3 each). Minister, Congregational Support and Mission is shared with Antler River Watershed (1/2 each). Sharing staff across regional councils make it financially possible to have specialists on the staff team.

| <b>Position</b>                             | <b>Hours of Position</b>                          | <b>Incumbent</b>  | <b>Ministry Expense on Budget</b>  | <b>Assessment Grant</b> | <b>M&amp;S Grant</b> | <b>Other</b>                   |
|---|---|---|--|-------------------------|----------------------|--------------------------------|
| Admin. Assistant Communications and Records | Full-time (FT)                                    | Pretima Kukadia-Kinting (on medical leave)<br>Covered .5 FT by Elizabeth Marshall | 50% Communities of Faith<br>50% Connecting   | 100%                    |                      |                                |
| Admin. Assistant Mission and Finance        | FT  | Ruthanna Mack (on medical leave)  | 50% Regional Operations<br>25% Social Justice and Outreach<br>25% Children and Youth | 50%                     | 50%                  |                                |
| Admin. Assistant Website Administration     | 10 hours/ week increased to .5 FT to cover leaves | Michele Petick  | Communication  |                         |                      | Unrestricted Operating Reserve |
| Executive Assistant                         | FT  | Sue Duliban   | Regional Operations  | 100%                    |                      |                                |
| Executive Minister                          | FT  | Cheryl-Ann Stadelbauer-Sampa  | Regional Operations  | 100%                    |                      |                                |
| Min., Congregational Support and Mission    | FT  | Lynne Allin (on medical leave)<br>Covered by Adrienne Robertson                   | Communities of Faith   | 100%                    |                      |                                |

|   |       |  |                             |      |      |                   |
|---|-------|--|-----------------------------|------|------|-------------------|
| Min. Faith Formation                    | FT    | Kathy Douglas  | Children and Youth          |      | 100% |                   |
| Min. Pastoral Relations                 | FT    | Diane Blanchard (on sabbatical)<br>Covered by Micol Cottrell | Communities of Faith        | 100% |      |                   |
| Min. Pastoral Support                   | FT    | Kevin Steeper  | Connecting                  |      |      |                   |
| Min. Social Justice                     | .5 FT | Diane Matheson-Jimenez                                       | Social Justice and Outreach |      | 100% |                   |
| Min. Social Justice and Right Relations | FT    | Thérèse Samuel   | Social Justice and Outreach |      | 50%  | 50% Property Fund |

## Proposal #4: Operating Budget 2022

**Title:** Operating Budget 2022

**Origin:** Treasurer and Executive

### What is the issue?

The regional council needs to set a budget for 2022 to guide the Executive in its management of the regional council's resources.

### Why is this issue important?

The regional council needs to understand both the strengths and challenges of its financial situation to be able to function effectively in the present and ensure it is well positioned for the future.

### What might the regional council do?

The regional council might:

1. Endorse the following principles used to develop the budget:
  - a) Due to the pandemic, churches learned how to gather virtually for worship and for meetings. This significantly reduced carbon emissions and also respected the time of regional council representatives and staff. The budget reflects an expectation that the majority of meetings involving the regional council, its leaders and its staff will be virtual gatherings. Meeting and travel budgets have been adjusted accordingly.

- b) As in 2021, every effort was made to sustain a similar level of Mission and Service available for grants.
  - c) Operating expenses have been increased by 2%.
  - d) Salaries reflect anticipated increases within the salary grid along with cost of living increments.
  - e) Expenses incurred in dealing with matters under Section J: Oversight and Discipline of the Manual will be funded from the Unrestricted Operating Reserve as these fluctuate in numbers and cost.
- And
- 2. Adopt the proposed 2022 budget authorizing the Executive to adapt as necessary within the above guidelines.

## **Proposal #5: Closing Motion**

**Title:** **Closing Motions**

**Origin:** Executive Minister

### **What is the issue?**

The work of the regional council continues between regional council meetings.

### **Why is this issue important?**

The regional council must be clear how the work will continue.

### **What might the regional council do?**

The regional council might

1. Entrust any unfinished business from its October 14-17, 2021 meeting to the Executive;
2. Authorize the Executive to fill any vacancies on the understanding that appointments will be confirmed at the next regional council meeting;
3. Direct the Executive to plan to convene a meeting of the regional council in the spring of 2022; and
4. Entrust the Executive and Commissions with the responsibilities and authority of Western Ontario Waterways Regional Council in accordance with the Manual of The United Church of Canada and the Governance Handbook of the Horseshoe Falls Regional Council.
5. Close the October 14-17, 2021 meeting of the Horseshoe Falls Regional Council at the close of the Celebration of Ministry Service on Sunday, October 17<sup>th</sup>.